

PERS 83-9808

31 January 1983

MEMORANDUM FOR: Executive Director

FROM: James N. Glerum  
Director of Personnel

SUBJECT: Applicant Processing


1. During 1982 we were tasked with recruitment goals that exceeded our previous hiring capability. Flooding the system with as many qualified candidates as we could locate provided the necessary numbers of candidates, but highlighted weak spots in the applicant processing that needed more attention and, in some cases, more resources. The following changes have been initiated:

- o Agency recruitment requirements were reduced by 35% in January.
- o We have established a series of checkpoints in the recruiting and processing system that already has reduced the number of applicants by 30%.
- o We have shifted about 85% of our recruitment effort to DDO Career Trainees for the next three months.
- o We have implemented strict controls on the number of new hires that each Directorate may bring in each month.
- o Starting in February, the Office of Security will double their polygraph capability. This should result in the most significant improvement in processing time.
- o OMS has reduced their PATB response time from 45 to 60 days last year to 16 days from test to results.
- o Our initial effort here in Washington to screen a large number of Career Trainee applicants with an upfront PATB was so successful that we are extending it to several other major population centers.

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- o The Security expeditors, who are responsible for identifying suitability problems early in the recruitment process, are now conducting telephone interviews with all applicants prior to the time they are put into process.
- o There are a variety of other changes and initiatives that also are taking place, many of which were sparked by the Inspector General's report. This fine-tuning is expected to be an ongoing process and have a positive affect on overall processing time.

2. The above measures will reduce processing time without any relaxation of our qualifications or screening standards for applicants. We also are considering a modification which would shift the three critical segments of applicant processing to the beginning; PATB, component interview, and the polygraph. We would like to have these elements completed within eight weeks of the receipt of application forms. An applicant who has successfully negotiated these three steps could be truly encouraged toward employment by the component, and it also may permit us to establish a tentative hiring date midway in the processing.

  
James N. Glerum

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